Section J

Attachment J-O

SMALL BUSINESS, SMALL DISADVANTAGED AND WOMEN OWNED BUSINESS SUBCONTRACTING PLAN



(a)(6) SMALL BUSINESS, SMALL DISADVANTAGED BUSINESS AND WOMAN-OWNED SMALL BUSINESS SUBCONTRACTING PLAN

FOSTER WHEELER

FOSTER WHEELER ENVIRONMENTAL CORPORATION

SMALL BUSINESS, SMALL DISADVANTAGED BUSINESS, AND WOMAN-OWNED SMALL BUSINESS SUBCONTRACTING PLAN

Effective Dates: to 10/1999 - 7/2008

Solicitation or Contract #: DE-RP07-99ID13729

Item/Service: U.S. DOE-Spent Nuclear Fuel Dry Storage Project Total Estimated Solicitation/Contract Amount: \$200,000,000

A. Introduction

This Subcontracting Plan is submitted to the U.S. Department of Energy – Idaho Operations Office in response to Solicitation DE-RP07-99ID13729. Foster Wheeler Environmental Corporation (Foster Wheeler) in all cases is committed to meeting the principles and intent of Public Law 95-507, and has set forth a plan which will exceed the Small Business (SB), HUBZone Small Business (HUBZone SB), Small Disadvantaged Business (SDB), 8(a) Certified, Woman-Owned Small Business (WOSB), Native American-owned Small Business (Native American SB) and Idaho-based business requirements specified by the DOE Solicitation. Foster Wheeler has an excellent record of meeting or exceeding goals on Government-funded projects. Examples of these achievements include:

- Management of all Hazardous Waste Transport/Disposal as SDB set-aside, has resulted in awards to date of \$17 million (19%) to SDB firms on the US Navy North-Div Project.
- Pro-active scoping of large work packages for SB/SDB firms, has resulted in awards to date of \$9.2 million (17.8%) to SDBs and \$30.3 million (58.9%) to SB on the US Army Rocky Mountain Arsenal Project.
- Development of Native-American Protégé and other SDB/SB firms for large construction, remote site
 waste firms investigation and UXO investigative work has enabled awards to date of \$14 million
 (26.2%) to SDBs and \$33.7 million (62.9%) to SB supporting the U.S. Navy EFA-NW RAC.
- Foster Wheeler recently received a \$207,000 bonus award fee under the Indian Incentive Program (FAR 52.226-1) through the US Navy for efforts supporting the EFA-NW RAC Project.

Foster Wheeler will implement aggressive measures to ensure utilization of SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns under this contract. Initiatives will include:

- Planning set-aside of required services during the design, construction, and operational phases for competition exclusively between SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms where feasible.
- Giving SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firm competitive preferences where set-aside competitions are not possible.
- Mentoring and developing SB/HUBZone SB/SDB/9(a)/WOSB/Native American SB/Idaho firms in similar manner as currently being provided to Foster Wheeler's protégé firms on DOD projects discussed below.

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It is the policy of Foster Wheeler to seek out and identify Small Businesses (SB), Small Disadvantaged Businesses (SDB), and Woman-Owned Small Businesses (WOSB), Historically Black Colleges, Universities and Minority Institutions (HBCU/MI) and provide them with an opportunity to compete for subcontracts within our procurement system. This policy underscores the commitment of the Foster Wheeler Environmental Corporation Team to expand the role of these enterprises in the business activity of the Company. The SB/SDB/WOSB utilization policy established by Foster Wheeler provides guidance, support, and oversight to the Small Business Advocate who administers the individual Small Business Subcontracting Plan.

Foster Wheeler has established a firm business relationship with the Small Business Administration and has access to the Procurement Automated Source System (PRO-Net). Foster Wheeler has an excellent record of meeting goals on Government-funded projects and is prepared to implement similar aggressive measures to ensure utilization of SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns under this contract. Foster Wheeler will participate in a wide range of community outreach activities designed to establish working relationships with SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns. These community outreach activities are described in detail in paragraph B.8.a. of this plan.

Foster Wheeler's experience and commitment in developing small businesses are already demonstrated by our participation in several Mentor-Protégé and other programs. Firms developed through these programs have provided meaningful services on a number of important contracts. Highlights of these actions are described in this plan. These training and mentoring programs can be used to assist firms that are awarded subcontracts under this contract.

Foster Wheeler's commitment is demonstrated by the volume of work awarded to SB/SDB/WOSBs in recent years. Exhibit (a)(6)-1 shows that the value of FY98 awards to SB/SDB/WOSBs by Foster Wheeler is more than seven times the value awarded in FY93. For most of our federal contracts, we exceed the SB/SDB/WOSB subcontracting goals set by the Government. Foster Wheeler is committed to continued growth in our awards to SB/SDB/WOSBs.

Foster Wheeler's experience and commitment in developing small businesses is already demonstrated by our participation in the US Department of Defense (DOD) Pilot Mentor-Protégé Program. Through this Program, Foster Wheeler has sponsored and mentored five emerging SDBs as protégé firms. The five protégé firms we have mentored with DOD on a voluntary corporate basis are The KEVRIC Company, Nobis Engineering Inc., Merit Environmental Services, Inc., TAC Services, Inc., and Zambrana Engineering. These firms have provided services on more than 54 Foster Wheeler projects.

Foster Wheeler has provided in-house expertise to mentor our protégés in technical and business management areas in order to ensure their success. Our established training and mentoring programs will be used to assist SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms that are awarded subcontracts under the SNFDSP Contract. Areas in which Foster Wheeler provides training include:

- Preliminary Assessment (PA)
- Site Inspection
- Geotechnical Engineering
- Community Relations
- Hydrogeological Investigations
- Hazardous Waste Sampling and Evaluation Support
- Predesign Investigation
- Site Security
- Quality Assurance and Quality Control

- DOT Hazardous Waste Transportation Regulations
- Health & Safety, First Aid and CPR Training
- Records Management and Administration
- Remediation Technologies
- Regulatory compliance
- Cost/Schedule Control
- Project Management
- Sales/Marketing

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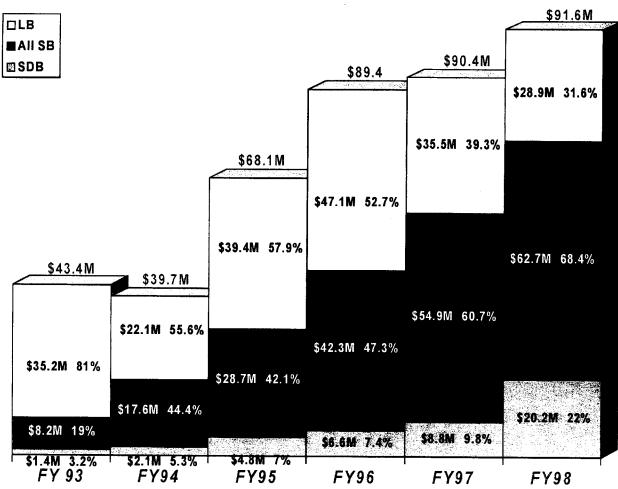


Exhibit (a)(6)-1: Foster Wheeler Team Required Information

Project Team

Foster Wheeler will be the Prime Contractor and will be responsible for the procurement activities under the contract. The Foster Wheeler Team includes ALSTOM Automation Ltd., AEA Technologies, Utility Engineering, RIO Technical Services, Inc. and Winston & Strawn. RIO Technical Services, Inc. is a small business. The Team subcontractors will be involved in the respective roles identified in the table below. Other requirements will be competitively solicited for maximum effort to meet or exceed the SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho goals of this subcontracting plan.

Team Member	Specialty	Status
ALSTOM Automation Ltd.	Mechanical design	LB
AEA Technologies	Mechanical design	LB
Utility Engineering	Mechanical/Civil engineering design	LB
RIO Technical Services	NRC Licensing, Design	SB
Winston & Strawn	NRC Licensing	LB

ALSTOM Automation Ltd. will provide design of ISFSI transfer trolley, storage canisters and associated internal hardware for all fuel types, transfer tunnel equipment, canister decontamination system, canister closure system, CCTV and viewing equipment, canister handling machine and associated hardware, canister monitoring system, canister storage vault modules, welding system maintenance, transport/export system, and ancillary equipment.

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AEA Technologies will provide design for Crane 1 which will handle cask receipt, Crane 2 for in-cell fuel handling, decanning machine, rework table, master slave manipulators, cask transfer trolley with associated hardware, shield doors for cask transfer activities, hot cell shield windows, storage canister handling machine, bench containment vessels, fuel accountability system, hot cell wash down system, north docking station liquid effluent system, road cover wash down system, and ancillary equipment.

Utility Engineering will provide specific design for structural steel work, roofing and siding; fire protection/suppression system; internal contamination system; HVAC systems; physical security system; plant security alarms; plant personnel access system; architecture; roads and parking lots; hardened security building and ancillary equipment.

RIO Technical Services will provide necessary design review to ensure licensing requirements are met; develop design calculation formats and guidelines; provide requested input for development of the Design Basis Requirement Document; provide safety assessment for design activities; perform independent reviews of critical calculations to assure NRC expectations are met; provide input to the engineering work plan and support design reports.

Winston & Strawn will support the license application development efforts, which includes providing legal, strategic, licensing and writing/reviewing support for the application development effort, and provide supporting effort for Agency review of the license application.

Project Approach

Foster Wheeler will use a vendor prequalification approach which includes an extensive prequalification package, reference checks, and work performance. We will use objective criteria such as experience, resources, stability, and record of accomplishing quality work in a least cost manner to screen the firms. Use of this approach, combined with mentoring, will ensure achievement of subcontracting goals while maintaining effective competition, and will reduce requests for non-competitive award decisions.

Foster Wheeler will help SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms develop their capabilities through the Mentor-Protégé Program, partnering with SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms on existing projects and through our procurement/technical staff's development of new SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho resources. We will also have our technical staff meet with firms to learn their capabilities and to discuss the technical issues regarding upcoming procurements. These important steps will provide us with a qualified vendor base that can meet our technical needs. With this prequalified, reliable, technically sound, and competitively priced group of firms committed to bid, we will invite other SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms to participate in the RFP competition.

For every subcontract, Foster Wheeler will clearly state the technical requirements and will strongly encourage competition by reputable subcontractors. During the preparation of the RFP, we will endeavor to provide terms and conditions (T&Cs) that are user-friendly to SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms, limit the requirements which SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms find hard to meet, and package the work scope to enable the firms to be competitive. Through careful application of our standardized T&Cs on each potential subcontract, all requirements for regulatory, Health & Safety, QA/QC, and cost-schedule compliance will be included in each RFP draft subcontract agreement. Once the RFP is issued, Foster Wheeler will take the initiative to contact the SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms to answer questions and encourage their participation. After the proposals are received, and upon careful examination, if we determine that a low offeror is not capable of performing in accordance with the RFP requirements, we will disqualify them and proceed with the next low offeror. We will carefully document our rationale for disqualification and, through a formal debrief, assist the firm in understanding what can be done to enable them to qualify for future work.

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Foster Wheeler's SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho subcontracting efforts and mentoring program will result in technically qualified SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms competing for SNFDSP work and will enhance the capability of all SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms that compete.

Foster Wheeler's preprocurement planning process and outreach activities have identified numerous SB/SDB/WOSB firms to support the anticipated scope of this contract. Foster Wheeler will also use sources located in HUBZone census tracts as they become identified. In conjunction with HUBZone source development, we will seek potential sources in rural Empowerment Zones and Enterprise Communities as they become designated in Idaho and adjacent states, as affiliated with the HUBZone Final Rule definition. We began this process in May 1999 with our SB outreach conference in Idaho Falls.

The SNFDSP RFP has not listed a goal for Historically Black Colleges, Universities and Minority Institutions (HBCU/MI), and Foster Wheeler has incorporated no planned subcontracting dollars for these institutions. However, Foster Wheeler has a Master Ordering Agreement (MOA) with Clark Atlanta University that includes a consortium of 17 HBCU/MIs that have environmental engineering programs throughout the country. This MOA provides access to technical support where appropriate and facilitates arrangements for student interns or faculty technical support.

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B. Subcontracting Plan

The following Plan, together with any attachments, is submitted as a Subcontracting Plan to satisfy the applicable requirements of Public Law 95-507 as implemented by OFPP Policy Letter 80-2 and Supplement No. 2 to 80-2 and Public Law 100-180. The following are proposed cumulative goals for the award of all work phases (Phases IA, IB, II and III) resulting from Solicitation No. DE-RP07-99ID13729.

1. The following SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho goals are expressed in terms of percentages of total planned subcontracting dollars.

Foster Wheeler estimates that it will subcontract 30% of all work under this contract. Foster Wheeler will establish separate goals for each project phase and will aggressively reach out to include SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho firms wherever possible to meet the goals established in this plan. We recognize that there are specific portions of the scope of work which leave little opportunity for small or disadvantaged business concerns to be utilized, particularly in the design phase (I-A). Firm goals are identified for the entire contract, however we can provide calculations for each phase.

Foster Wheeler estimates that it will subcontract 30% of all work under all phases of the contract. Estimated combined goals planned for these phases are:

- Small business (SB) concerns: 25% and \$15,000,000
- HUB Zone small business (HSB) concerns: 1% and \$600,000
- Small disadvantaged business (SDB) concerns: 10% and \$6,000,000
- 8(a) certified small business concerns: 5% and \$3,000,000
- Woman-owned small business (WOSB) concerns: 0.5% and \$300,000
- Native American-owned small business concerns as subcontractors: 0.25% and \$150,000
- Idaho business concerns: 25% and \$15,000,000
- Total actions to Idaho firms: 1,500

2. The following SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho goals are expressed in terms of the total planned subcontracting dollars.

The total dollars planned to be subcontracted: \$60,000,000

- Total dollars planned to be subcontracted to small business concerns: \$15,000,000
- Total dollars planned to be subcontracted to HUBZone small business concerns: \$600,000
- Total dollars planned to be subcontracted to small disadvantaged business concerns: \$6,000,000
- Total dollars planned to be subcontracted to 8(a) certified small business concerns: \$3,000,000
- Total dollars planned to be subcontracted to woman-owned small business concerns: \$300,000
- Total dollars planned to be subcontracted to Native American-owned small business concerns as subcontractors: \$150,000
- Total dollars planned to be subcontracted to Idaho business concerns (large and small): \$15,000,000
- Total actions planned to be subcontracted to Idaho-based business concerns (large and small) as a percentage of the total subcontracting actions: 25% of actions, or 1,500 actions totaling \$15,000,000

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3. The principal products and/or services listed below may be subcontracted under this contract to SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho business concerns.

Prime	Foster Wheeler Environmental	Project ManagementES&HQA/QC	Contract AdminProcurementProject Controls	FinanceHuman ResourcesAccounting	
Core Services	Design and License Foster Wheeler ALSTOM Automation Ltd. AEA Technologies Utility Engineering RIO Technical Services Winston & Strawn	Constructability and Startup Foster Wheeler ALSTOM Automation Ltd. AEA Technologies Utility Engineering RIO Technical Services	Fuel Transfer and Storage Foster Wheeler Utility Engineering	Operations and Maintenance Foster Wheeler Utility Engineering	
Subservices	Supplies Aggregate Materials/Back Audio/Visual Cleaning Computer Equipment Computer Software Computer Supplies Concrete Supply Embedded Control Syster Fencing Hardware Supplies Health and Safety Equipment/Supplies Haz Waste Management Supplies Mechanical Equipment Supplies Doffice Furnishings Office Supplies Optical/Laser Sensors Photographic Plumbing Supplies Rental Vehicles Robotic Manipulation Equipment Steel Distribution Center Wastewater Treatment Sy	fill Administration Aerial Photogra Analytical Service Audio/Visual Certification Tra Chemistry Clerical Closure Certifice Coffee Services Communication Construction Su Construction Su Courier Data Management Data Validation Design Support Document Cent Management Electrical Contra Emergency Pre Engineering Environmental (Environmental (Environmental (Environmental (Environmental (Environmental (Environmental (Environmental (Environmental (Environmental (Environmental (Environmental (Environmental (phy Mec ces Mor n ND inining Ope 1 Pac Pen Pho ation Rep 5 QA s Qua pport Rac	anitorial echanical Equipment Rental onitoring Services D Testing perations Support ackaging/Hauling ermits (NRC, DOT) notographic eprographic Services A/QC Audits for Radiation Control uality Assurance ad Protection adioactive Waste/Spent Fuel anagement adiography adiological Instrumentation allibration gging Services sk Assessment afeguards and Security te Layout and Planning te Surface Preparation urveying Services echnology Development ansition	
	Water Treatment Equipme	ent • Fuel Rod Analys • Geophysical Se • Hazwopper/Rad	sis • Train Recurrences • Train Recurrences • Train Recurrence • Train	nsportation and DOT quirements vel Agent atability Studies getation Landscaping ste Treatment Process velopment	

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4. Explanation of Methodology Used to Develop Subcontracting Goals.

Foster Wheeler utilized a graded approach to establish the goals which provide opportunities for SB/HUBZone SB/SDB/8(a)/ WOSB/Native American SB/Idaho firms. This approach also considers limitation on exposure to risk as complexity increases. The goals established are reasonable in comparison with past experience, yet indicate reasonable opportunity to improve upon past performance in terms of dollars, and number of SB/SDB firms involved. SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns will be given every opportunity to perform on large-scale projects as subcontractors. The target subcontracting goals were developed by analysis of the scope of work described in the RFP. Consideration was given to the various disciplines to be utilized in executing the work, and normal anticipated vendor availability for this type of work including the following factors:

- The type of work anticipated
- The anticipated location of the contract
- The availability of known small, small disadvantaged, woman-owned business or HBCU/MIs that can perform work directly related to the contract
- The total dollar value of the contract
- The anticipated contract schedule
- The availability of other businesses located in the region qualified to do the work
- The known success or failure in obtaining participation on federal jobs from businesses engaged in a particular type of work
- Normal subcontracting activity on this type of contract

The goal as established is achievable in comparison with past experience. As our past performance indicates, we seek to continuously improve performance in terms of dollars, number of SDBs or other types of concerns included, and utilization into commodity/service areas without previous SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns involvement.

Exhibits (a)(6)-2 through (a)(6)-5 list Idaho-based SB/HUBZone/SDB/Native-American firms which have been identified to solicit for the services noted. Special emphasis will be focused on expanding the list of Idaho-based sources for Section 3 subservices or additional supplies and services as they become identified.

SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns will be given every opportunity to perform on large projects as a subcontractor. All procurements made under this contract over \$500,000 will be screened in advance by the Project Manager and the Small Business Advocate, to determine areas identifiable as opportunities for subcontract participation by SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns.

Foster Wheeler's successes in SB/SDB/WOSB subcontracting have been considerable (see Exhibit (a)(6)-1). We will continue to improve upon this achieved success by applying the following approaches with INEEL subcontracting efforts.

- Limit the firms solicited to non-large businesses on work where there is a sufficient number of small businesses to provide adequate competition.
- The new FAR Clause 52.244-5 "Competition in Subcontracting" is specified as a prime contract clause, we can utilize our DOD protégé firms on a non-competitive basis where feasible, thereby enhancing goal achievement.
- Attend SB/SDB/WOSB conferences and trade fairs, to seek out new sources.

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- Actively participate in Federal, state, and local Minority Business Conferences, attend seminars, and use SBA services.
- Hold regular, face-to-face meetings with potential new sources to evaluate and understand the products and services offered and to provide marketing guidance to the potential vendor.

Exhibit (a)(6)-2 Small Business Concerns that may Provide Products or Services to the Spent Nuclear Fuel Dry Storage Project		
Company	Services Provided	
Idaho	OUTTION TOTAL	
Isom Brothers Inc.	Storage Tank Manufacturer	
ULS Services Corporation	Technical Site Labor	
Bailey Electric	Electrician Services	
Shook Construction	General Contractor	
Ace Boiler Heating and Air Conditioning	HVAC Parts and Service	
Rapid Repair	HVSC Parts and Service	
Esser Electric	Electrician Services	
Lytle Signs	Construction, Safety Signs	
Western Heating and Air Conditioning	HVAC Parts and Service	
Andrew Drilling Services	Drilling Services	
Johnson Brothers Planing Mill Inc.	Building Supplies and Hardware	
Idaho Steel Products Company Inc.	Steel Fabrication Structural	
Gem State Paper and Supply	Custodial Supplies	
Ideal Industrial Hardware	Hardware and Tools	
Atlas Mechanical	HVAC Parts and Service	
Jewel Inc.	Electrician Services	
Wheeler Electric	Electrical Construction	
Bradley Engineering	Design of Electrical Infrastructure	
Teton Communications	Communications Equipment	
McCabe Brothers Drilling	Drilling Services	
Bonneville Blue Print Supply Inc.	Photography Services	
Anderson Manufacturing	Metal Fabrication	
C&H Construction Inc.	General Contractor	
Dynamics Inc.	Plumbing, HVAC Supplies	
Ormond Builders Inc.	General Construction Contractor	
AAtronics Inc.	Alarm, Communication Systems	
Vernon Steel	Steel Service Center for INEEL	
SELAH Group Inc.	Design And Furnish SCADA and Embedded Control Systems	
Electrical Wholesale Supply Co. Inc.	Electrical Utility and Construction Materials/Equipment	
EPIC Energy	Lighting Retrofit Services	
Advanced Structures & Process	Engineering and Design Services	
Engineering		
Cherry Glass and Aluminum Inc.	Industrial Windows and Curtains Walls, Metal Hardware	
Diversified Engineering Group	Design and Fabrication of Piping, HVAC, Pressure Vessels	
Western State Circuit	Electrical Switching, Circuits Installation and Repairs	
D&R Printing	Reprographic Services	
Shook Construction Co. Inc.	General Contractor for Industrial/Government Facilities	
CC Computer Services	Computer Repair, Software Training Services	
Rossiter Electric Motor	Compressor, Electric Motor Repair	
American Communications Inc.	Two-Way Radio Services, Communication Equipment	
Interpersonal Dynamics	Training And Development Of Training Materials	
Western Telephone	Telephone System Repair Services	
Computerland of Idaho Falls	Computer Hardware and Software	





Exhibit (a)(6)-2 (Cont'd) Small Business Concerns that may Provide Products or Services to the Spent Nuclear Fuel Dry Storage Project		
Company Services Provided		
ldaho		
Ace Boiler Heating and Air	HVAC Equipment and Service	
daho Laboratories Inc.	Various Testing, Insulation Cables, Resistance Temp	
	Detectors	
Idaho Travertine Corporation	Full-Line Quarry	
Brady's Inc.	Janitorial Service, Water Softener Supply	
Jerry's Machine & Engine Parts Inc.	Vehicle Maintenance and Repair	
Town & Country Gardens Inc.	Landscaping Services, Materials	
Beco Construction Co. Inc.	Grading, Paving, Erosion Control	
Engine Weld and Machine Co. Inc.	Repair and Welding Service	
William G. Smith & Associates	Database Management Consulting	
Put It In Writing	Technical Editing Services and Brochures	
Stoddard Photography	Industrial Photography	
Tele-Servicing Innovations	Business Services	
Stashaul Executive Services	Secretarial and Clerical Services	
Phoncom	Telephone System Install and Repair Service	
Blue Sky Research	Gas Dynamics, Nuclear Analysis	
Parker Tayler Inc.	PPE, Safety Supplies, Janitorial Supplies	
Solex Environmental Solutions Inc.	Robotic Manipulation Equipment	
ES&H Solutions	Underground Storage Tank (RCRA) Removal, HazWaste	
	Characterization	
Optical Physics Technologies	Optical and Laser Sensor Applications	
Alpha-Idaho LLC	Radiological Instrumentation Calibration	

Company	nt Nuclear Fuel Dry Storage Project Services Provided	
Idaho		
Bionomics Environmental Inc.	Bioremediation/Training Services	
Freds Signs and Art	Construction Signs	
A&E Engineering, Inc.	Surveying, Drafting, Structural/Electrical Engineering	
Reg Contracting	Underground Excavation/Asphalt Services	
Bueno Construction	Concrete, Retaining Walls, Footings	
Scientech Inc.	Safety Environmental Protection, Construction	
C&K Electrical Inc.	Electrical and Industrial Wiring Services	
A&C Technical Services, Inc.	Contract Employee Services	
Echeco Environmental Services, Inc.	HazWaste Assessment/Removal	
ML Computer Technologies	Cad, GIS, Imaging Services	
CELA Solutions Inc.	Hazardous Materials Management Software	
Aguirres Sharpening Sales & Quality Service	Service Carbide Saws, QA Consulting	
Global Technologies Incorporated	Hydrogeology, Chemistry, Radioactive Waste/Spent Fuel Mgmt	
North Wind Environmental, Inc.	Environmental Engineering/Consulting Services	





Exhibit (a)(6)-4 Woman-Owned Small Business Concerns that may Provide Products or Services to the Spent Nuclear Fuel Dry Storage Project Company **Services Provided** Idaho Northwest Inspection/Testing Svcs. Inc. Inspection Services, Welding Inspection **D&S Electrical Supply Company Electrical Supplies** Mountain States Insulation Mechanical Insulation Services In House Type Reprographic Services C&J Power Equipment Sale/Rental of Power Equipment E&L Enterprises **Janitorial Services** Hansen Sign Company Construction and Vehicle Signs Earls Distribution Inc. Wireless Communications/Cellphone, Two-Way Radio Defab Services Construction Company General Building Contractor Air Sampling, Confined Space Entry, PPE/H&S Supplies Teton Environmental Health Haroldsen Building General Contractor Specialized In Radiation/HazWaste **Environment B&C** Construction Inc. Excavation/Concrete Services Office Products Discount Inc. Office/Computer Supplies Rocky Mountain Environmental Groundwater/Soil Sampling, Site Characterization, Consulting Associates Inc. Stashaul Executive Services Tamp Administrative Personnel Adsafe PPE, Safety Equipment Connection Point of America Computer Sales, Service & Repair Printcraft Press Reprographic Services Screen Graphics Inc. Screen Print On Textiles Mt. States Insulation Mechanical Insulation And Asbestos Abatement Services Northwest Inspection & Testing Ndtesting, Radiography, Liquid Penetrant, QA/QC Services **HUB Procurement Network** HazMat Supplies, Equipment, Clothing

Exhibit (a)(6)-5 Native-American owned Small Business Concerns that may Provide Products or		
Services to the Spent Nuclear Fuel Dry Storage Project		
Company	Services Provided	
Idaho		
Western Processing	Heavy Equipment Rental and Operation/Excavation Services	
Eagle Rock Blasting	Drilling Services/Traffic Flagging Control	
*Environmental Management Inc.	Radioactive Materials Handling, Rangeland/Weed Management	
Serg Inc.	Environmental Consulting, Health and Safety Services	
Western Processing Incorporated	Site Preparation/Grinding of Surface Debris	
G&B Redi Mix	Concrete, and, Aggregate Materials	
W Harris GSC Inc.	Janitorial Services	
McAlvain Construction Inc.	Industrial Construction Contractor	
The Epsco Corporation	Industrial Painting/Coating	
Moore Forest Improvement	Vegetation Consultant	
P&L Small Business Contractors	Word Processing Services	
Western Processing Inc.	Site Preparation, Slash Piling, Heavy Equipment, Excavation	
A-I Consolidated Inc.	Distributor-Hard-to-Find Equipment	
Cost Management Construction Svcs.	Engineering and Construction	
Portage Environmental	Remediation and Restoration Services, QA/QC Audits for	
44.42	Radiation Control	

HazWaste Minimization Equipment, Field Verification Testing





ERAD, Inc.



5. Sources utilized in making the determinations in 4 above are as follows.

In addition to Foster Wheeler's electronic vendor database, other sources which were utilized to develop the subcontracting goals are asterisked on the following list. The non-asterisked sources may be utilized during the effective period of this plan as additional sources from which to obtain vendor information for execution of this plan.

- *• Local Native American Tribal Councils
- *• U.S. Small Business Administration (PRO-Net)
- U.S. Department of Commerce Minority Business Development Agency (MBDA)
- National Minority Business Directory "TRY US"
- Minority Business Directories
- Small Minority, and Woman-Owned Enterprise Lists from State and Municipal Purchasing Offices
- Government Agency Small Business Specialists
- National Industries for the Blind
- National Industries for the Severely Handicapped
- Labor Unions Listing
- Professional Women in Construction
- NAACP Economic Development Council
- Civic organization membership lists; such as local Chambers of Commerce
- Vendor databases available through the National Minority Business Development Council, National Association of Minority Contractors, the U.S. Department of Commerce Minority Development Agency
- Interface with individual DOE Small Business Utilization Officers

6. Use of Indirect Costs in Goal Calculations.

Although overhead-related procurement actions will likely occur to support the facility, these haven't been considered in the basis of establishing the goals of this plan. However, once overhead procurement requirements are defined, this plan will be utilized to establish sources for those actions.

7. The following Foster Wheeler employee will be responsible for administering this Subcontracting Plan.

Name: Juli

Julie Clayton

Small Business Liaison Officer

Address: Foster Wheeler Environmental Corporation

10900 N.E. 8th Street, Suite 1300

Bellevue, WA 9800-4405

This individual's specific duties, as they relate to Foster Wheeler's subcontracting program, include but are not limited to:

- Developing and maintaining bidders lists for SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns from all possible sources;
- Ensuring that procurement packages are structured to permit SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns the opportunity to participate to the maximum extent possible;

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- Ensuring inclusion of SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns in all solicitations for products or services that they are capable of providing;
- Reviewing solicitations to remove statements, clauses, etc., that tend to restrict or prohibit SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns from participation;
- Ensuring periodic rotation of potential SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns on bidders' lists:
- Ensuring that the bid proposal review board documents its reasons for not selecting low bids submitted by SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns;
- Ensuring the establishment and maintenance of records of solicitations and subcontract award activity;
- Attending or arranging for attendance of Company counselors at business opportunity workshops, minority business enterprise seminars, trade fairs, etc. in support of this Subcontracting Plan;
- Monitoring attainment of proposed goals;
- Preparing and submitting required periodic subcontracting reports;
- Assisting, cooperating, and participating in activities associated with the conduct of compliance reviews by federal agencies; and
- Coordinating activities involving SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns activities relative to this Subcontracting Plan.
- The Small Business Advocate will act as an OMBUDSMAN to mediate small business concerns during the performance of this contract.
- 8. The following efforts will be taken to ensure that SB/HUBZone SB / SDB/8(a)/WOSB/Native American SB/Idaho concerns will have an equitable opportunity to complete for subcontracts.
 - a. Outreach efforts will be made as follows:

Foster Wheeler routinely uses SBA resources, seminars to seek business partners. Foster Wheeler also has an outstanding relationship with the Department of Commerce Minority Business Agency. Foster Wheeler participates in and sponsors many of the disadvantaged business programs and seminars of these two agencies. Typically, we conduct seminars in the locality to develop local sources with SBs and socio-economically disadvantaged firms. We conducted an outreach conference during the week of May 10, 1999 in Idaho Falls, ID. This resulted in 114 local firms being identified as potential sources. As an initial outreach to determine source capability in the local area, we contacted the DOE small business utilization officer at INEEL, the Tribal Council Chairman for the Native-American Tribes located at Fort Hall, ID and searched PRO-NET for local area sources. Written invitations were issued and newspaper advertisements were published in the Idaho Falls Post Register to promote the event. The local firms which attended the fair gave visibility to the wide range of capabilities in the local area for professional services, technical labor and equipment, which would be applicable for design support, construction and on-going operation of the SNFDSP facility. The conclusion from this initial outreach is that local area/regional sources should be able to support subservice requirements identified in Section 3 of this plan.

Additionally, Foster Wheeler will:

• Actively participate in federal, state, and local Minority Business Conferences, attendance at seminars, and utilize the services of the SBA. Potential sources will be developed from these activities

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- Maintain contact with minority and small business trade associations;
- Maintain contact with business development organizations;
- Assure the special assistance and counseling are afforded SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns firms. Quality assurance and engineering support will also be provided to further development of additional sources
- Maintain records that reflect performance awards to SB/HUBZone SB/SDB/8(a)/WOSB/ Native American SB/Idaho concerns by the SBLO
- Identify potential sources for items not traditionally awarded to SB/SDB/WOSBs(FAR 52.219)
- Attend SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/State of Idaho procurement conferences and trade fairs; and
- Conducts specific SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns trade fairs for subcontracting opportunities in the Idaho Falls and greater Idaho region.

Foster Wheeler is also a national corporate member of:

- The National Association of Minority Contractors
- The National Minority Supplier Development Council
- b. Sources will be requested from the DOE Office of Small and Disadvantaged Business Utilization, and SBA's PRO-Net System. Other automated systems to be used: Gateway Client Server (GC/S), Automated Purchasing System (Foster Wheeler Automated System) and the directories and databases stated in Article 5 of this Subcontracting Plan.
- c. The following internal efforts will be made to guide and encourage Buyers to include small business in appropriate subcontracts:
 - Workshops, seminars, and training programs will be conducted;
 - Activities will be monitored to evaluate compliance with this Subcontracting Plan;
 - Arrange interviews with SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns contractors; and
 - SB/HUBZone SB / SDB/8(a)/WOSB/Native American SB/Idaho concerns source lists, guides, and other data identifying potentially qualified bidders will be maintained and utilized by buyers in soliciting subcontracts.
- d. Small and SDB concern source lists, guides and other data identifying SB and SDB concerns will be maintained and utilized by buyers in soliciting subcontracts.
- e. Additions to (or deletions from) the above listed efforts are as follows: NONE
- 9. Foster Wheeler assures that FAR clause 52-219-8 entitled "Utilization of Small, Small Disadvantaged, and Woman-Owned Small Business Concerns" will be included in all subcontracts that offer further subcontracting opportunities, and all subcontractors, except small business concerns who receive subcontracts in excess of \$500,000 (\$1 million for construction), will be required to adopt and comply with a subcontracting plan similar to the plan required by the clause at FAR 52.219-9 entitled "Small, Small Disadvantaged and Woman-Owned Small Business Subcontracting Plan." Review of such plans will be accomplished by comparison to Public Law 95-507, thereby ensuring that all minimum requirements of an acceptable Subcontracting Plan have been satisfied. The acceptability of percentage goals will be determined on a case-by-case basis depending on the supplies/services involved, the availability of potential SB/SDB subcontractors, and prior experience. Once approved and implemented, plans will be monitored through the submission of periodic reports and/or (as time

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and availability of funds permit) periodic visits to subcontractors' facilities to review applicable records and subcontracting program progress.

10. Foster Wheeler agrees that it will (i) cooperate in any studies or surveys as may be required; (ii) submit periodic reports in order to allow the Government to determine the extent of our compliance with the Subcontracting Plan; (iii) submit Standard Form (SF) 294, Subcontracting Report for Individual Contracts, and SF 295, Summary Subcontract Report, in accordance with the instructions on the forms; and (iv) ensure that our subcontractors agree to submit Standard Forms 294 and 295. The first report shall be submitted after the first full quarter of this contract in addition to any fractional part of the quarter in which this contract became effective.

Foster Wheeler will submit the original and two copies of "Subcontracting Report for Individual Contracts", SF294, in accordance with the instructions on the report as referenced in public Law 95-507, Section 211. Regardless of the effective date of this contract, the reports will be submitted for the entire life of the contract on the following dates: April 25, October 25

Foster Wheeler will also submit one (1) copy of "Summary Subcontract Report," SF295, in accordance with the instructions on the report as referenced in Public Law 95-507, Section 211. The Summary Report shall be submitted on the following dates: April 25, October 25

The first report will be submitted after the first full quarter of this contract in addition to any fractional part of the quarter in which this contract became effective.

The above stated reports will be mailed to the following address:

U.S. Department of Energy Idaho Operations Office Procurement Services Division MS-1221 850 Energy Drive Idaho Falls, ID 83401-1563

- 11. Foster Wheeler agrees that at least the following types of records, to document compliance with subcontracting plan, will be maintained.
 - Source lists, guides, and other data identifying SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns:
 - Organizations contacted to locate SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns;
 - Records on all subcontract solicitations over \$100,000, indicating on each solicitation (1) whether SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns were solicited, and if not, why; (2) reasons for the failure of solicited SB/HUBZone SB/SDB/8(a)/WOSB/Native American SB/Idaho concerns to receive the subcontract award;
 - Records to support other outreach efforts (e.g., contacts with the U.S. Environmental Protection Agency Office of Small and Disadvantaged Business Utilization; small, minority or woman trade associations; and business development organizations and attendance at small and small disadvantaged business procurement conferences and trade fairs).
 - Records of internal guidance and encouragement provided to buyers through workshops, seminars, training, and other methods and monitoring performance to evaluate compliance with the program requirements.
 - Records to support award data submitted by Foster Wheeler to the Government, including the name, address, and business size of each subcontractor.





C. Document Approval

This Small Business, Small Disadvantaged Business, and Woman-Owned Small Business Subcontracting Plan is approved for use.

Foster Wheeler Environmental Corporation

Robert K. Stampley Project Manager

U.S. Department of Energy Idaho Operations Office

6/14/99 Date

Date

BB /19/2000